

HR Weekly Podcast  
9/27/2007

Today is September 27, 2007, and welcome to the HR Weekly Podcast from the State Office of Human Resources. This week's topic concerns the OHR training available for supervisors.

Supervisors are leaders on the front line of state agencies. Their duties and responsibilities require them to work effectively with employees from various backgrounds and experience levels. OHR offers on-line, blended-, and classroom training for supervisors at various levels of experience.

For brand new supervisors, OHR offers The Supervisory Challenge, an on-line e-learning program for new supervisors which is available on OHR's website. The Supervisory Challenge is a brief e-learning program that focuses on critical just-in-time information for supervisors just starting in their position. This e-learning program also is designed to address some critical issues that new supervisors often face almost immediately, such as new supervisors having to supervise former peers or dealing with the perception of favoritism. Successfully resolving these situations can assist with a new supervisor's credibility and with forging positive relationships with employees.

Supervisory Practices is a comprehensive four-day classroom training program that is recommended for new supervisors within one-year of employment. This course covers the latest techniques from interviewing to performance management and is oriented toward problem prevention, effective communication, relationship building, and using appropriate resources. The course also includes the Ferdinand F. Fournies' book, *Why Employees don't do What They're Supposed to do and What to do About It*. As a result of the program, supervisors develop an action plan to apply what they have learned back on the job, and ultimately improve their impact as a supervisor.

Advanced Supervisory Practices is a new course for experienced supervisors with 18 or more months of experience who have already completed Supervisory Practices. This course was developed with input from state agency supervisors, managers, and HR directors. In addition, it was designed using a blended-learning approach and builds on Supervisory Practices concepts. Participants complete online pre-work which includes a leadership assessment and an e-learning module and then participate in two days of interactive learning. The goal of this course is to enable supervisors to be leaders in creating a positive work environment and improving performance.

Advanced Supervisory Practices builds on the following topics introduced in Supervisory Practices: Interviewing and Selection, Situational Leadership, Developing Employees, and Performance Management. The Interviewing and Selection unit focuses on developing a job analysis including writing behavioral interviewing questions. A selection matrix is reviewed that assists in hiring the "best fit" candidate for the job. The Situational Leadership model is initially reviewed in the pre-work tutorial and participants complete a leadership style assessment before they attend class. During the class, participants determine the appropriate leadership style to use with different employees through case scenarios. In addition, participants determine the potential impact of their predominant leadership style on those they supervise. The ultimate goal is for supervisors to be able to adjust their leadership style to the different developmental levels of their employees in order to improve performance. The Developing Employees section highlights the importance of providing a comprehensive on-boarding process for new employees. A supervisor's checklist is included as a job aid for hiring, selecting, and developing new employees. The individual development plan is an important tool for supervisors and participants to learn how to maximize the learning process for employees. And finally, participants learn about crucial methods to determine root causes of poor

performance and how to select appropriate performance interventions. The Performance Management section addresses not only poor performance issues, but also ways to improve the performance of highly competent employees.

Advanced Supervisory Practices is offered multiple times throughout the year as an open enrollment session, or can be customized to an agency. For more information on these and other supervisory developmental resources, please go to [www.ohr.sc.gov](http://www.ohr.sc.gov) .

Thank you.